COMMONWEALTH OF VIRGINIA

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STRATEGIC PLANNING GUIDANCE

Section II – Commonwealth IT Strategic Planning Guidance

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By

Secretary of Technology

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Over the last year, the strategic direction for technology was outlined in the Commonwealth of Virginia Strategic Plan for Technology and the Council on Technology Services (COTS) Enterprise Architecture Standards. Compatibility with the Commonwealth of Virginia Strategic Plan for Technology and with Enterprise Architecture standards are criteria by which Agency IT Strategic Plans will be evaluated. These strategic directions should therefore serve as guidance as agencies undertake the planning effort.

Strategic Plan for Technology Guiding Principles

As part of the Commonwealth of Virginia Strategic Plan for Technology, the Secretary of Technology identified seven guiding principles to provide a sound framework for developing and implementing the strategic plan, including:

- Exponential change, not incremental change. To be effective in the fast-paced global economy and respond effectively to the findings of the Governor's Commission on Efficiency and Effectiveness, Virginia must take bold strides forward, not small, incremental steps.

- Technology is not an end unto itself. Technology supports the overall mission, or business, of government operations and is a tool to increase capacity and create efficiencies, with the ultimate goal of providing more effective and convenient services to customers. Technology is not a separate discipline—there are no "technology projects." Technology is an enabler and a component of "business" initiatives.

- Technology is complex. Technology, particularly in the new global digital economy, is complex and evolves rapidly. In addition, information often has intangible value. As a corollary, technology is expensive, yet considerable cost-savings and cost-avoidance can be achieved through pooling resources and architecting standardized products and services.

- Performance measurement is at the crux of decision-making. Responsible decision-making relies on quantitative and qualitative data to determine the effectiveness of existing practices, set direction and goals, and measure success in a continuous loop. The strategic plan contains metrics and milestones to gauge progress and inform decision-makers.

- Technology relies on increasing cooperation across traditional borders. Today's increasingly networked environment requires cooperation and partnership—across agencies; among federal, state, and local governments; and between public and private sector organizations.

- Accountability drives results. Government is accountable to its customers, and is accountable for the responsible stewardship of tax dollars. Similarly, the Office of the Secretary of Technology and its agencies, boards, and commissions are accountable for the implementation of the strategic plan. Each major action item includes the name, title, and organization of the person(s) accountable for successful execution.

- Urgency. Virginia's fiscal crisis and the current state of technology demands urgent, strategic action. We must act now.

Commonwealth Technology Initiatives

The eight significant initiatives for the Commonwealth of Virginia as defined in the Strategic Plan for Technology are:

- Revolutionize service delivery to our customers through implementation of a customer-facing Internet portal and increase the quantity, quality, and adoption of online services, particularly in the area of online licensure and interactive forms.

- Consolidate IT infrastructure and provide centralized services as a technology utility. The plan also calls for developing a comprehensive, statewide information security program and for overhauling state administrative systems in the area of finance, planning and budgeting, and human resources.

- Plan, budget, and track IT expenditures by developing a capital planning and funding process for IT, developing a comprehensive technology management policy, and improving systems to track IT expenditures.

- Manage IT procurement by developing and implementing a best practice model for effective and timely IT procurements.

- Increase federal research and development funding to industry and Virginia's colleges and universities, including historically black colleges and universities (HBCUs).

- Increase commercialization of intellectual property from Virginia's labs, entrepreneurs, and institutions of higher education, and grow entrepreneurial companies.

- Increase statewide broadband deployment, especially in Virginia's rural areas, to enhance economic development.

- Promote technology-based economic development in Virginia by growing technology companies.

Commonwealth Enterprise Business Strategies

The Commonwealth Enterprise Architecture outlines Enterprise Business Strategies (EBS), also known as business drivers, which are those highest priority strategies that significantly influence programs across the enterprise. In essence, they "drive" the overall business of state government in the Commonwealth. The Commonwealth of Virginia Council on Technology Services (COTS) has identified the following enterprise business strategies as having the most significant impact on information technology (IT) change at the enterprise level.

Enterprise Business Strategies	
1.	Meet the Access Needs of Citizens
2.	Improve Efficiency and Effectiveness of Government Services
3.	Make Security Program Improvements
4.	Improve IT Services for Agencies/Workforce
5.	Support Virginia's Economic Development